Newfoundland and Labrador

Craft Industry Development Strategy

SUMMARY AND RECOMMENDATIONS

January 2002

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Newfoundland and Labrador

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SUMMARY AND RECOMMENDATIONS

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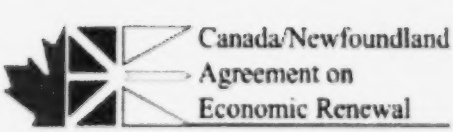

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EXECUTIVE SUMMARY

The definition of crafts for purposes of this strategy is one arrived at through a focus group in 2000 sponsored by the former Department of Development and Rural Renewal, Craft Division. The definition is as follows:

> *The craft industry of Newfoundland and Labrador is defined as a group of individuals and companies involved in th e design, production and/or marketing of products which display unique and distinctive characteristics of design, technique and presentation and where the producer maintains direct control over hand tool and machine operations used in the production process.*
>
> *Inclusion of products within the craft industry may be further defined through the marketplace. For example, craft industry products are primarily sold in craft or gift shops.*

Economic Value

Ten years ago the estimated sales value of the provincial craft industry was between $10 and $12 million annually with increased sales estimated at eight per cent annually up until that year. The number of crafts people was estimated at between 1,500 and 2,000 individuals (full-time and part-time). Today the industry consists of approximately 200 companies, slightly more than 2,000 individuals, and is estimated to be worth approximately $38 million. While the number of craft producers has not increased, the value of the industry has, resulting in increased revenue to the existing producers and to the provincial economy. Given a demonstrated demand for the province's well designed and produced items, employment in this industry can significantly grow in the immediate future if the appropriate resources, programs and policies are put in place.

The craft industry accommodates one of the greatest diversities of lifestyle of any provincial industry. In 2000, it employed almost twice as many individuals as did the agricultural industry (1100 versus approximately 2000) and more than both logging and forestry (1500 versus approximately 2000). The Industry is an important source of secondary income in rural parts of the province, and provides an income to a significant number of people who are otherwise subsidized (e.g. retired, a full-time working spouse), and it employs people who are considered hobbyists, who nonetheless add to the family income. A majority of craftspeople work from their own home, thereby controlling their time and output and, in many cases, allowing them considerable input into on-going family life.

Employment

The industry has a strong full-time component in which craft production is the primary source of income. Many of the same professional craftspeople and retailers who were here ten years ago are still operating today. They are often referred to as "the core group" and they provide inspiration, credibility and stability to the industry. Some have moved into small batch processing while others are producing high-end quality one-of-a-kind items.

Some of our other craftspeople work full-time at their craft, but the majority are part-timers who have made a lifestyle decision to remain so. While this is important for their own growth and development, it signifies that crafts, as a business, is not an economic driver for all of our craftspeople. The result is that with an expanding economy and more disposable income in urban areas, less time for individuals to make their own "traditional" crafts, and an increase in tourists, there is a demand for well-designed and well-constructed crafts which cannot be met, despite concerted efforts by government and the Craft Council of Newfoundland and Labrador.

Need to catch up

Within the Canadian craft industry the province has an enviable reputation for stability, knowledge and good programming from both the craft division within the new Department of Industry, Trade and Rural Development, and the Craft Council. Nevertheless, in the province as a whole, the craft industry has not been seen as economic driver as it has in other similar jurisdictions, notably Ireland, Quebec and Maine. Neither has it been seen as a means for artistic and cultural/heritage expression as has Quebec, Ireland or New Brunswick. Moreover, the province has also not integrated its tourism initiatives with crafts as has Ireland or Maine have done. This situation of "missed opportunities" can be corrected for the benefit of the province and its people, with some changes in policies and programs.

Ten years ago, the province undertook the first craft strategy. The emphasis in that strategy was placed equally on education, product development, design and marketing. Today, the emphasis has shifted primarily to 'out of province' marketing. In other jurisdictions where crafts have flourished, contributing to the economy and to artistic, cultural and heritage expression (e.g. Ireland and Quebec), all four aspects of the industry have been equally developed and supported equally by governments and craft councils. This province needs to do the same.

In order for this province to advance the craft industry, some important actions must be taken. The actions proposed in this strategy are based on comments of more than 580 craftspeople and retailers who participated in interviews, focus groups and a survey. They are also based on an examination of industry trends and a review of what other jurisdictions with strong craft industries have accomplished.

Education

Education is fundamental to the development of any industry, yet the craft educational resources in this province have continually been cut to the point where now only a total of four full-time teachers instruct in crafts at two schools, the College of the North Atlantic's Visual Arts Program in Stephenville and the Textile Studies Program in St. John's. Other jurisdictions offer a minimum of three years training; our province offers only two. Sixty-two percent of respondents in the survey reported have received no educational instruction. Because fewer people are handing down craft skills to the next generation, the prognosis for a

well-trained professional group of craftspeople may not be good. A complete review of craft education is needed to ensure that future craftspeople are well trained with both new and traditional skills. In the short term, there should be an immediate effort to create a second full-time position at the Textile Studies program.

Product Development

Product development and design have suffered in the past ten years, because less emphasis has been placed on both, due to policy changes and reduced staffing. Several product gaps exist, including well designed and produced jewelry, blown glass and items reflecting the province's culture, heritage and environment. Tourists and residents alike want to purchase these products and when retailers cannot find them locally, they import them from elsewhere resulting in lost revenue and employment for this province. Another area where improvement is needed is in well-designed, good quality packaging and display materials. Retailers and consumers have emphasized the importance of making the product "market ready" with eye catching packaging, including background information on the craft and the craft person.

Marketing

Marketing has improved considerably in the last ten years, however, the craft survey indicated that the province exports only about 10 percent of its craft products whereas other jurisdictions export approximately 30 percent. Part of the challenge is that the province does not have a recognizable market image. We need to undertake a national and international branding campaign to define who we are and what we produce, much as the Department of Tourism, Culture and Recreation has done with its tourism products and eye-catching ads. In addition, many new marketing venues have opened up in the last ten years, including e-commerce and the tourism, convention, cruise and corporate business trade, adding to the previous outlets of retail stores, craft fairs and gift shows. With so many venues from which to choose, the craftsperson sometimes has difficulty selecting the right ones, but many new markets represent new opportunities. A few of the government's marketing programs need to be reviewed to ensure that craftspeople can access appropriate markets and compete with producers located closer to major markets.

Internet

About two thirds of the craftspeople interviewed have access to the Internet, yet only about half of them use it. Those that do have found it a time saving and powerful tool for sourcing suppliers, materials, markets and ideas, and for reducing the barriers of distance and isolation. With the exception of the apparel industry, few use it in their work place. Education in the use of new technology will be important in the coming years.

A significant minority of craftspeople interviewed did not think of themselves as business people and did not want to become more business oriented. The provincial government, in an effort to ensure that craftspeople think in a practical planning mode when accessing support, has used language for some of its

support programs more applicable to large-scale businesses. These programs need to be reviewed and revised to better match the needs of the small, often home-based business.

Finally, if the craft industry is to take advantage of the many existing market opportunities, the Department of Industry, Trade and Rural Development needs more resources to facilitate this including two additional craft consultants, one based on the island and one in Labrador.

Opportunities for Growth

With relatively small changes, and providing craftspeople take advantage of the local marketing opportunities open to them, the craft industry could double its value to approximately $75 million within the next five years. It could increase employment by at least five hundred professional craftspeople in the next five years, and one thousand in the next ten, particularly in rural parts of the island and in Labrador. The result would be a vibrant industry, well integrated into other sectors such as tourism and the arts, well respected as a means to creatively express the province's culture and heritage, and an exciting outlet for individual expression.

THE NEWFOUNDLAND AND LABRADOR CRAFT INDUSTRY DEVELOPMENT STRATEGY (ACTIONS)

With the implementation of the following action items of the Craft Industry Development Strategy, the Newfoundland and Labrador craft industry could double its value to approximately $75 million within the next five years. It could also increase employment in the industry by at least 500 professional craftspeople within the next five years and 1,000 in the next ten years, particularly in rural parts of the Island and in Labrador. This would provide much-needed income, but it would also be a means of creatively expressing and preserving our culture and heritage.

The strategy action items cover the following areas:

1. Training
2. Product development/production methods/small batch processing
3. Design
4. Markets/marketing
5. Communications
6. Business and technology
7. Retailers, and
8. Support services

1.0 TRAINING

Goal

Industry participants possess the skills required to optimize new and existing opportunities in the areas of design, production, product development, marketing and technology, and to strengthen professional business practices.

Objectives

1.1 Initiate a coordinated planned approach to craft education
(DITRD, Craft Council, CONA, REDBs, DOE)[1]

Form a craft education committee representing the various regions, institutions and organizations.

Undertake an on-going and comprehensive review and analysis of craft education in the province consisting of:

DITRD = Department of Industry, Trade and Rural Development
CONA = College of the North Atlantic
REDB = Regional Economic Development Boards
DOE = Department of Education
Other abbreviations used throughout this document include:
CNLBC = Canada/Newfoundland and Labrador Business Centre
ATC = Anna Templeton Centre

a. Inventory of training available
b. Skill sets needed for the industry participants, and
c. Identification of gaps and training needs of the industry.

Integrate and adjust accordingly the recommendations of this strategy with findings of the comprehensive review and analysis.

Develop work plan to implement recommendations for review and analysis.

1.2 Ensure the provision of post secondary programming that provides students with skills necessary to successfully participate in a professional craft industry (CONA)

Ensure the provision of post-secondary programming that establishes an integration between school and industry and provides students with the skills necessary to successfully participate in a professional craft industry.

Establish a provincial 3-4 year craft training program.

Explore the possibility of offering the option of greater in-depth training as individualized instruction. This could be an extension of existing programs for graduate students, or an option offered to already practicing craftspeople.

Explore cooperative programs between schools, the college and craftspeople. Consider models of existing cooperative programs, university work terms and a traditional apprenticeship program.

Provide additional instruction in craft media not currently available. Ensure strong product development and design skills training is included in curriculum.

Expand the number of short term seminars within the two CONA craft programs using well-trained qualified instructors who understand the national/international demands of the marketplace and industrial needs (e.g. Need to differentiate between need for home sewing and industrial sewing teachers) who can provide the appropriate training to different levels and types of craft producers.

Develop an exchange/familiarization program both within and outside the province to foster cross fertilization of ideas and techniques.

Develop opportunities for more bridging, mentoring and counseling experiences between students and the industry.

Provide more opportunities for professional craftspeople to discuss the craft profession with students involved in post secondary training.

Provide training in the use of industrial equipment and production techniques for production workers (i.e. sewers for the apparel sector).

Re-instate the Labrador Heritage Craft Program at CONA in Happy Valley- Goose Bay.

1.3 Provide for on-going professional development opportunities for practicing craftspeople to address deficiencies identified in the industry

Define skill set, (see objective 1 above), develop instructional materials and identify delivery method(s) *(DITRD, Craft Council, CONA, REDBs)*.

Provide support to ensure accessibility (i.e. wage subsidy programs) (DITRD, Craft Council).

Hire a product development and design specialist to initiate and co-ordinate the development and delivery of ongoing professional development to meet needs identified *(DITRD)*.

Develop implementation plan for on-going workshops including the following identified through client consultations *(DITRD, Craft Council, CONA)*:

- Pros and cons of Internet use for marketing/sales, specific craft mediums, discussion groups, cost effective ways to set-up and maintain WEB sites, etc.
- Sales, customer service, quality control and pricing structures
- Product development and production
- Regional workshops on sewing techniques, standards and how to finish properly made items
- Product development tied to heritage and regional/provincial themes to tie in with the growth in cultural/heritage tourism
- New trends and advancements in design, materials and techniques
- Pattern design and illustration, general design concepts, packaging.

1.4 Ensure that short-term training projects meet industry needs based on realistic objectives given the limitations of time and participants entry skill levels.

Develop a comprehensive outreach craft training program that provides a comprehensive curriculum in media that are appropriate for that region. Work with REDBs on its implementation (DITRD, Craft Council, CONA, REDBs).

Assist REDBs to partner with CONA to establish craft training in disciplines where there is a local and out-of-province market demand (DITRD, Craft Council, CONA, REDBs).

1.5 Develop and implement training initiatives, in addition to training recommendations mentioned above, giving consideration to cultural, social and economic development issues affecting the craft industry development in Labrador.

Provide training where traditional skills are dying out (DITRD, Craft Council, CONA, REDBs).

Strengthen skills sets that are unique to Labrador (DITRD, Craft Council, CONA, REDBs).

Develop a strategic, long term approach to training in Labrador. Develop implementation plan in coordination with industry partners (DITRD, Craft Council, CONA, REDBs).

2. 0 PRODUCT DEVELOPMENT / PRODUCTION METHODS / SMALL BATCH PROCESSING

Goal

The range of craft products made in the province adequately meets market demand as defined by product type, product quality and quantity of supply.

Objectives

2.1 Develop among craftspeople in the province, an understanding of the impact of markets and market trends on product development.

Partner with the Canada/Newfoundland and Labrador Business Centre to establish a research centre, track trends in the industry and disseminate appropriate information to all parts of the province. Included in this centre would be the provincial crafts registry (See Support Services) *(DITRD, Craft Council)*.

Develop a mechanism to help producers obtain up to date information regarding changing consumer preferences; market and technology trends; research and development opportunities *(DITRD, Craft Council)*.

Develop and deliver workshops on key trends and best practices in the craft industry *(DITRD, Craft Council)*.

Establish networking sessions among craftspeople to exchange views on product development and design, and the impact of product development on market efforts (DITRD, Craft Council).

Provide greater support to allow producers more exposure to trade shows where they can see new trends, obtain ideas, investigate new technologies and new materials (DITRD).

2.2 Emphasize and support product development as key to on-going development of the industry.

Establish a design and product development position within the industry. This individual could be hired on a contract basis based on expertise in a specific medium to work on specific projects or with specific companies in that medium (e.g. jewellery, glass, pottery or apparel) *(DITRD, Craft Council)*.

Co-ordinate product development initiatives with research and professional development activities *(DITRD, Craft Council)*.

Work with like-minded groups (e.g. Museum Association of Newfoundland and Labrador, Regional Economic Development Boards, Historic Sites Association of Newfoundland and Labrador) to identify, develop and encourage the production of cultural, heritage, regionally-theme and environmentally/geographically-themed products for which there is a demand not now being met. Provide examples of successful products of this type *(DITRD, Craft Council)*.

Identify and help develop products needed to meet the demands of specific niche market venues (corporate, convention, weddings, etc.)*(DITRD, Craft Council)*.

Support Apparel Strategy objective recognizing "the importance of innovation and new design in both fashion and traditional garments. Use the province's heritage and culture as a foundation exploring new trends in recreational, industrial, children's and fashion markets"*(DITRD, Craft Council)*.

Identify traditional craft skills which have either been lost or are in danger of being lost. Work with the Memorial University's Department of Folklore and other appropriate organizations to document these skills. Develop a program to retain and transfer these craft skills and techniques *(DITRD, Craft Council)*.

2.3 Expand production of existing and new products to meet market demands

Identify products for which a local demand exists and for which production is currently non-existent or insufficient *(DITRD)*.

Institute an awareness campaign to inform existing and potential craftspeople about products for which a market exists. Provide this information through the Craft Council newsletter and to training institutions. Use other organizational conduits as appropriate *(DITRD, Craft Council)*.

Identify products for which a high market demand exists (either locally or outside the province) and which cannot be met by existing production methods. Identify alternate methods for production and provide support mechanisms to craft businesses seeking to expand craft production to small batch processing *(DITRD)*.

Research and provide information to craftspeople regarding new technologies to increase production levels and/or improve production quality (DITRD).

2.4 Understand and exploit an emerging market for one of a kind and collector craft works

Develop a strategy for the ongoing development of this product category (Craft Council).

Undertake an informal education process to help producers and consumers differentiate the attributes of products suitable to this type of market (Craft Council).

Continue to showcase one-of-a-kind exhibitions at the Craft Council Gallery (Craft Council).

Hold workshop to discuss opportunities, trends, etc. for one of a kind products (Craft Council).

Ensure that students at training institutions have an opportunity for viewing these items and discussing the work with the craftsperson (Craft Council).

2.5 Exploit the market potential of strong images and distinctive traditional products of Labrador

Identify and develop additional products unique to the different geographical regions of Labrador. Continue the emphasis on product

development for the north coast and concentrate on the south coast and Labrador Straits for the next three years. Identify a greater range of products using materials indigenous to Labrador (stone, caribou). Explore greater use of various media using Labrador products for which there is an unfulfilled demand (jewellery, carvings, ceramics, printmaking)(DITRD, Craft Council).

Provide opportunities to take emerging Labrador artists to visit other craft centres *(DITRD, Craft Council)*.

Develop and provide a series of product development activities to improve the volume, range and quality of product (DITRD).

Emphasize the importance of high standards and professional finishing, packaging and presentation *(DITRD)*.

3.0 DESIGN

Goal

Craft, gift and apparel products reflect a strong design element that uses the provinces culture, heritage and environmental influences as a foundation for new design.

Objectives

3.1 Focus on design as one of the four major building blocks of the provincial craft industry (training, product development, design and marketing).

Incorporate design into the wording of all craft training institutions; all mission statements and objectives of all craft related organizations *(DITRD, Craft Council, CONA)*.

Consider options for re-establishing the position of Design and Product Development Specialist. Give consideration to contractual employment, appropriate support agency to retain person *(DITRD, Craft Council, ATC)*.

Initiate a series of activities to familiarize all groups and individuals with the philosophy behind good design skills, the international standards for design and the current international marketing trends in design (DITRD, Craft Council, CONA).

Initiate annual craft design lecture series with internationally known designers (DITRD, Craft Council, CONA).

Increase promotion of design awards and design competitions (Craft Council).

Develop and deliver a series of design workshops to be part of a four part series on the basic elements of craft production which would include discussions on elements of design, colour, style consistency, market trends and consumer preference (DITRD, Craft Council, CONA, REDBs).

Hold design workshops at the Craft Council Clay Studio (Craft Council).

Encourage craftspeople that need more design help to enroll in intercession (or short upgrading courses) at CONA (CONA).

Integrate apparel industry design recommendations into this strategy (DITRD,CME).

3.2 Provide opportunities to promote good examples of excellence in design to encourage new designs and enhance product development.

Develop a visual design bank consisting of two elements: design elements integral to our province's culture, heritage and environment and work by designers whose work displays a distinct style and strong personal statement. The purpose would be twofold: to provide inspiration and a sense of identity to interested craftspeople as well as promotion and development tool to connect clients to designers. Prioritize by including examples of craft items for which there is an unfilled market demand (DITRD, Craft Council).

Work with the Association of Heritage Industries and the Association of Cultural Industries, the Labrador Inuit Association, heritage architects and other related groups to identify the elements of culture, heritage and environment outlined in the above bullet (DITRD, Craft Council, REDBs).

The apparel sub-sector strategy recognized the importance of innovation and new design in both fashion and traditional garments. It recommends that use be made of the provinces heritage and culture as a foundation for new design. (DITRD, Craft Council, CME, CONA).

Develop visual database of juried members who have publicly shown their work (DITRD, Craft Council).

Identify craftspeople within REDBs that have potential and are interested in learning, but lack good understanding of design. Initiate opportunities for exposure to the design bank and the Craft Council Gallery (DITRD, Craft Council, REDBs).

3.3 Encourage crafts people to produce well designed packaging, promotional materials and displays.

Continue the development and delivery of packaging, booth and shop display workshops throughout the province (DITRD).

Help all craftspeople to develop professional eye catching artist's cards, distinctive appropriate packaging and well designed display materials (DITRD, Craft Council).

3.4 Provide incentive and support programs to encourage design and product development activities, and the development of professional packaging, promotional and display materials.

Include Craft Industry Development Program support for (DITRD, Craft Council):

- design and production of identification, promotional, packaging and display materials;
- for design development, training and seminars, and
- support for researching cultural, heritage and environmental design sources.

4.0 MARKETS/MARKETING (RETAIL DEMAND, SUPPLY, MARKETS, EXPORTS, METHODS)

Goal

Local, national and international marketing opportunities are optimized for distinctive craft products from Newfoundland and Labrador.

Objectives

4.1 Develop recognition of and build loyalty to the Newfoundland and Labrador Craft industry.

Determine characteristics of craft products from Newfoundland and Labrador which can contribute to a readily identifiable brand *(DITRD, Craft Council)*.

Foster public, corporate and governmental awareness of the craft industry by promoting our identity through our heritage, culture and environment *(DITRD, Craft Council)*.

Develop a strong three-year national branding campaign which builds on the *Crafts of Character* logo and consists of striking images, people, places, and products. Develop a series of promotional collateral pieces which could include videos, ads, posters, story boards, and posters *(DITRD)*.

Consider the use of a professional marketing company with success in national branding to develop the campaign *(DITRD)*.

Create awareness of the people, products and their skills through a provincial campaign highlighting the best of our craftspeople *(DITRD)*.

Develop craft icons using both our craftspeople and our products (e.g similar to the arts, Chris and Mary Pratt, or media, Rick Mercer, Mary Walsh) *(DITRD)*.

Establish position and identity firmly in national market before attempting international market (exception being advanced craftspeople) (DITRD).

4.2 Promote the crafts industry as a vital and viable sector that contributes significantly to our economy and to our pride as a people to stimulate the market demand and develop brand identity.

Develop a provincial awareness campaign to promote the economic and cultural benefits of the craft industry *(DITRD)*.

Work with Canadian Manufacturers and Exporters Association-Newfoundland Division to investigate a campaign similar to the Manufactured Right Here campaign to educate the public about the importance of buying locally produced craft, gift and apparel products. *(DITRD)*.

Develop a promotional campaign to educate the local public on the value of handcrafted items (good workmanship, local materials, and one-of-a-kind items) *(DITRD)*.

Undertake a strategic campaign to attract new people in to the industry. Demonstrate the positive aspects of becoming a professional craftsperson. Describe the range of craftspeople and products including the various media and types (e.g. one-of-a-kind, traditional skills, small batch processing) *(DITRD, Craft Council)*.

Develop craft awareness campaign in Labrador, which could be used nationally including poster of individuals at work, write-ups, exhibitions and workshops *(DITRD)*.

Build on the Craft Council's Awards program to further enhance its stature. Follow examples set by other sectors (e.g. sports) or develop a prominent awards ceremony perhaps in conjunction with the arts. Develop additional categories to the Awards for Excellence in Craft which includes Award for Innovation and Design, Award for Technical Mastery and Award for Personal Expression (e.g., marketing, teaching, industry builder, hall of fame, etc.) *(Craft Council)*.

Encourage local public figures to wear/buy local products *(DITRD, Craft Council)*.

Encourage corporate businesses to buy local products for public display *(Craft Council)*.

Encourage Bed and Breakfast partnerships with joint packages and promotions (DITRD).

Work closely with local arts/heritage organizations to support the development of artists and artisans, the improvement in training and the export of national and international representation in arts and crafts (Craft Council).

4.3 Ensure that industry participants can successfully compete in national and international markets and are properly equipped to optimize these marketing opportunities.

Establish a small-scale Market Research Centre to track and disseminate information regarding trends, forecasting, provincial tourist and convention trends. Coordinate initiatives with provincial craft registry (see also product development) (DITRD, Craft Council, CNLBDC).

The apparel sub-sector strategy suggested that marketing and sales are major topics which require additional investigation. The Strategy suggested that the industry was particularly weak in this area and would benefit by greater government support directed at expanding further into the US market (DITRD).

Help apparel industry to locate appropriate marketing venues, including participation at alternative trade shows focused on apparel, outdoor and fashion industry (apparel industry) (DITRD).

Develop information/package materials on various marketing methods and venues with advantages/disadvantages of each and appropriateness for different types of products and product lines (DITRD).

Target 20 % export outside of the province within the next four years and 30 % in seven years (DITRD).

Work with appropriate zonal boards to research cooperative regional marketing efforts for those small-scale producers who do not have the resources to market on their own (REDBs, DITRD).

4.4 Increase effectiveness of local and national Craft Fairs and trade show participation.

Use the Craft Council fairs to educate the public about the different types of crafts and venues. Increase participation of craftspeople from outside the province to ensure cross-fertilization and new product lines (Craft Council).

Provide exhibit marketing seminars to all craftspeople participating in the Crafts of Character booths at national trade shows to ensure that they are properly prepared (DITRD).

4.5 Develop stronger and more effective linkages and partnerships with the tourism industry.

Develop cooperative marketing packages with the tourism industry (Hospitality Newfoundland and Labrador and Department of Tourism, Culture and Recreation, Destination Labrador, private enterprise) (DITRD, Craft Council).

Re-establish the craft shop and studio directory or work jointly with the provincial Department of Tourism, Culture and Recreation to reproduce the directory in the Travel Guide for widespread distribution (DITRD).

Increase craft promotion to tourists through special purchase campaigns with industry cost-sharing (Strategy 1991) (DITRD, Craft Council).

Work closely with Marine Atlantic and other ports of entry to promote and sell Newfoundland and Labrador crafts (DITRD, Craft Council).

Develop and promote a network of craftspeople who will open their studies to the public during specified times for bus and small party tours (e.g. convention, package and cruise) (DITRD, Craft Council).

Work with tourism and convention bureau to maximize Newfoundland and Labrador craft sales to conference/convention participants (DITRD, Craft Council).

Develop packages of specialty retreat weekends with tour operators (DITRD, Craft Council).

4.6 Develop the collector and corporate markets for craft products.

Establish craft commissioned one-of-a-kind pieces for public display in such areas as the St. John's Airport Authority and the new Mile One Convention Centre (Craft Council).

Continue to pursue new local marketing opportunities such as weddings, corporate gifts, conventions, fund raisers (Craft Council).

Develop and implement strategy for increasing market for fine craft to local and international collectors (Craft Council).

4.7 Optimize E- Business/Marketing opportunities.

Develop workshops of how to use the internet to develop and promote your product. Work with guilds, REDBs and other appropriate groups for delivery (DITRD).

Ensure that the DITRD maintains an updated web site, outlining government programs, applications, and workshops and with linkages to the Craft Council's web sites and other craft producers (DITRD).

Ensure that the Craft Council maintains an updated web site outlining craft programs and the promotion of its members and their works (Craft Council).

Explore opportunities for e-commerce and the development of a cooperative on-line marketing venue for producers (apparel strategy) for all three craft sectors (Craft Council, CME).

4.8 Optimize marketing opportunities for Labrador products.

Develop linkages between Labrador Craft Marketing Agency (LCMA) and the recently re- established Destination Labrador and coordinate a marketing strategy (LCMA).

Work with the LCMA to maximize efficiency and ensure priority to marketing efforts (i.e. secure three year funding and evaluate more effective ways of managing their limited budget, outsourcing bookkeeping) (Craft Council, LCMA).

Increase financial support for inventory purchase for the LCMA (LCMA, DITRD, Craft Council)

Work with the Labrador Straits Heritage Society to develop on-going craft displays for the region (DITRD).

Use the Labrador Interpretation Centre to mount on-going craft displays of regional crafts (DITRD).

4.9 Provide support mechanisms to assist producers to professionally participate in local, national and international markets.

Review business plan requirement for CIDP (DITRD).

Investigate pre-approval process (e.g. a craftsperson meets a certain level of criteria) to avoid unnecessary applications for small amounts of funding (DITRD).

Provide assistance with transportation costs for craftspeople attending trade shows outside of the province *(DITRD)*.

Institute a communications plan so that all craftspeople clearly understand the nature and intent of the CIDP *(DITRD)*.

Secure the province's commitment to integrate and promote provincial apparel, gift and craft products in all provincial marketing and promotion venues, including the province's tourism lure initiatives *(DITRD)*.

Assist individual producers (in each of the three sub-sectors) in developing effective marketing strategies (*Apparel sub-sector Strategy*).

5.0 COMMUNICATIONS

Goal

Effective, consistent and timely communications between government, industry associations, stakeholders and industry participants involved in the craft industry.

Objectives

5.1 Provide opportunities for craft industry participants to communicate with each other.

Maintain existing communication tools, expanding and updating where appropriate, and encourage the development of new communications tools *(DITRD, Craft Council, REDBs)*.

Ensure that information generated by the Craft Council reaches beyond its current membership (*Craft Council*).

Establish a craft registry *(DITRD, Craft Council, CNLBC)*.

5.2 Ensure the craft sector projects a professional and creative industry image that provides both cultural and economic benefits to the province and offers viable career opportunities to young and mid-career people.

Develop a communications policy that clearly *(DITRD)*:

- defines the image that the craft industry wishes to project;
- defines the target(s) of communications efforts;
- defines the varying messages to be relayed to each of these target groups, and
- defines a strategy for message delivery.

Establish regular meetings with senior government officials to demonstrate economic strengths of craft industry, and how its full potential can be achieved. Use comparative data from other jurisdictions to help government realize the full potential (DITRD).

Institute an awareness campaign throughout the province on the importance of life long learning with regard to crafts. Outline the benefits of such education and demonstrate viable results (DITRD, Craft Council, CONA, DOE).

5.3 Develop and deliver audience awareness initiatives to the general public, with special attention to elementary and secondary school students.

Ensure that opportunities occur for the participation of professional craftspeople within the school system throughout all regions of the province (DITRD, Craft Council, CONA, DOE, School Boards).

Institute a "transference" program between community elders with a craft tradition and children within the school student for the purpose of transferring traditional crafts to the younger generation (School Boards).

Institute the Artist in the School Program which was so successful in Labrador to other remote communities in which there exists a growing school population and a need to help facilitate personal expression and pride in self (School Boards, DOE).

5.4 Establish linkages with tourist, cultural and economic development agencies to achieve mutually beneficial objectives *(DITRD, Craft Council).*

See Section 4.5

6.0 BUSINESS AND TECHNOLOGY (DESIGN, PRODUCTION, BUSINESS APPLICATION; EXPANSION, EMPLOYEES)

Goal

Craftspeople are knowledgeable about and make effective use of appropriate business and technology applications to enhance communications, production efficiency and marketing.

Objectives

6.1 To improve appropriate business skills for craftspeople

Continue to include and strengthen discussion/training of business practices in workshops or part-timé courses (DITRD, Craft Council, CONA).

Establish core groups of craft/business mentors who will work with emerging craftspeople or those craftspeople with market potential who demonstrate particular business needs or weak business skills (Craft Council).

Utilize and adapt to craftspeople the extensive amount of data and information related to home based businesses. Focus on those craftspeople who are reluctant to become involved in the business aspects of their operation (DITRD, Craft Council, CONA).

6.2 To provide opportunities for craftspeople to learn about appropriate technology and adapt it to their particular needs

The Apparel Sub-sector Strategy noted that in order to be competitive in the larger markets, the sub-sector must avail of modern production methods and advanced tools and technologies. It noted that Newfoundland and Labrador was deficient in expertise and access to new technology compared with other Canadian provinces (DITRD).

Promote the competitiveness of the industry by exposing producers to new technologies and encouraging their adoption (Apparel Sub-sector Strategy) (DITRD).

Provide workshops on constructive practicable uses of e-commerce (DITRD).

Research possibility of bringing together a group of producers interested in and with some basic knowledge of e-commerce to form a distributed learning alliance with knowledge e-commerce/learning individuals to discuss and evaluate export markets (DITRD).

Develop information/workshops on many uses of technology (personal computers and work applications) for craft producers (DITRD).

6.3 To provide incentive and support programs to encourage the research, development and implementation of new technologies

Provide support for design and implementation of proper web sites including e-commerce capability (DITRD).

Provide funding to research and adopt new technologies (DITRD).

Provide incentive and financial support programs for business skill development (DITRD).

Publicize to a greater extent the Craft Councils Revolving Loan Fund, particularly among REDBs (Craft Council).

Encourage zonal boards to establish small lending circles in regions where an interest lies in developing crafts beyond the hobbyist level, to include support for implementation of new technologies as well as other business support needs (REDBs).

7.0 RETAILERS

Goal

In-province sales increased by assisting retailers to effectively obtain, market and promote locally produced craft products.

Objectives

7.1 Provide support and professional development opportunities for retailers

Help producers develop appropriate display materials for their products (CONA, DITRD).

Assist retailers and producers to develop displays that integrate provincial themes with products (CONA, DITRD).

Assist retailers and producers to develop customer service, merchandising and quality control training for retailers and producers (CONA, DITRD, REDBs).

7.2 Provide opportunities to purchase locally produced products

Continue the DITRD Provincial Trade show (DITRD).

Promote the Crafts of Character website to retailers (DITRD).

Encourage craft retailers to form a provincial committee to explore the potential benefits of joint activities in such areas as promotion, training, etc. Consider joint efforts with HNL, DTCR, Destination Labrador, etc.

8.0 SUPPORT SERVICES

Goal

Supports to the craft industry meet current and projected industry needs, are provided in a coordinated and effective manner and are accessible to craft industry participants in all parts of the province.

Objectives

8.1 Co-ordinate the activities of the Department of Industry, Trade and Rural Development with the Craft Council of Newfoundland and Labrador to ensure the consideration and implementation of the recommendations of the 2001 Craft Strategy.

Maintain existing Craft Strategy Steering Committee to oversee implementation of Strategy recommendations, to monitor progress and make changes as appropriate (All).

Ensure industry participant representation and the secondment of an individual to coordinate and help implement the recommendations.

Consider adjusting Committee membership to include representation from other sectors (tourism, manufacturing, etc) and other agencies (Anna Templeton Centre, Regional Economic Development Boards) (All).

Establish coordinated efforts with the Department of Tourism, Culture and Recreation; Hospitality Newfoundland and Labrador; Association of Cultural Industries; Guilds, etc. Determine where similar programs lie and synergies are possible. (eg. awards, tour groups, etc.) (DITRD, Craft Council).

8.2 Develop a registry of all full-time and part-time craftspeople (as per Irish model) in order to track statistics, provide incentives and professionalize the industry.

Include criteria for eligibility and access to product critiques and jurying, discounted subscriptions to various publications, eligibility for insurance, eligibility for marketing and promotional in a variety of retail stores, immediate access to market trends and other statistical information (DITRD, Craft Council).

Ensure that REDB's, guilds, retailers, training providers, etc. are consulted in compiling the registry (DITRD, Craft Council).

8.3 Review current program elements of the Craft Industry Development Program in order to make adjustments responding to the directions outlined in the 2001 Craft Strategy.

Re-instate recently reduced travel assistance in Market Access Component of the CIDP (DITRD).

Provide 50% of requested funds up-front (DITRD).

Simplify approval process for amounts up to $5000 (DITRD).

Provide pre-approval to craftspeople who meet certain criteria (DITRD).

Simplify business plan requirement to better reflect nature of business requesting funding (DITRD).

Work with REDBs and the Craft Council to establish lending circles (e.g. Cow Meadow approach) (DITRD, Craft Council, REDBs).

8.4 Ensure that programs and activities of the DITRD address industry requirements as identified in the 2001 Craft Strategy.

Review existing programs and activities to determine effectiveness in light of the Strategy (DITRD).

Develop an operational plan to reflect strategy recommendations. This plan should include consideration of (DITRD, Craft Council):

- current policies and administrative issues
- allocation of human and financial resources
- setting of priorities
- activities and priorities of other support services to the sector

Reassess providing additional fieldworker in Labrador because of opportunity potential, important social and economic opportunities for aboriginal people, and potential loss of traditional craft skills (DITRD).

Investigate the establishment of regional marketing agencies, where appropriate, with REDB's and the Craft Council (DITRD, Craft Council, REDB's).

Establish toll-free telephone number *(DITRD)*.

8.5 Undertake regular and systematic evaluation of the implementation of the strategy

In conjunction with the establishment of the craft registry, determine the

number of full- time and part-time craftspeople and craft businesses within the province (DITRD, Craft Council, CNLBC).

Review and analyze annually the progress of the strategy's implementation and adjust accordingly (DITRD, Craft Council). Undertake a provincial craft strategy every five years (DITRD, Craft Council).

8.6 Ensure that programs and activities of the Craft Council address industry and membership requirements as identified in the 2001 Craft Strategy *(Craft Council).*

Review existing programs and activities to determine effectiveness in light of the Strategy.

Develop an operational plan to reflect Strategy recommendations. This plan should include consideration of:

- current policies and administrative issues
- allocation of human and financial resources
- setting of priorities
- activities and priorities of other support services to the sector

Establish toll free telephone number.

Increase membership to better reflect true nature of professional craftspeople in the province and to better represent them.

Distribute the Craft Council newsletter more widely, particularly in rural parts of the province.

Expand and promote the Craft Council Resource Centre.

Build on the existing Awards Program.

Expand income support program for craftspeople that are developing new product lines (New Creations Fund).

Providing room exists, invite more non-provincial craftspeople to participate in the Craft Council Fair to provide cross-fertilization of ideas and products. Hold workshop sessions in conjunction with the Fair (after the Fair).

Develop Directory of Suppliers, and list of local agents/representatives.

8.7 **Ensure that the Anna Templeton Centre increases the priority given to provision of services to the professional craft industry.**

Review the Strategy, in consultation with other industry support agencies, to determine recommended activities in which the ATC can play an effective role (Craft Council, DITRD, ATC).

Develop an action plan for the implementation of such activities, which addresses the organization's structure and the source and allocation of human and financial resources for development and delivery of services and programming (ATC)